

Department of Defense Human Resources Management



Combatant Command (COCOM) Needs Working Group Concept of Operations (CONOPS)

27 March 2009

Technology Connected – Enterprise Business Challenge Group



CONOPS Objectives

- ▶ Provide background and purpose of COCOM Working Group effort
- ▶ Propose Working Group goals and objectives
- ▶ Provide project approach and methodology
- ▶ Provide Working Group level of effort



Background

- ▶ The Principal Deputy Under Secretary of Defense (Personnel and Readiness) [PDUSD (P&R)] signed a memorandum on November 4, 2008, establishing the Technology Connected-Enterprise Business Challenge (TC-EBC) Group to address issues arising from the Global War on Terror and Departmental Transformation
- ▶ The TC-EBC Group's mission is to integrate and guide Department of Defense (DoD) Human Resource (HR) Information Technology (IT) strategy with the goal of efficiently addressing the highest priority business needs within the Human Resource Management (HRM) business domain
- ▶ The memorandum identified seven Enterprise Business Challenges, including the ability of the Secretary to meet unique and emerging COCOM Needs
- ▶ The working Groups were established to assess each Business Challenge and make recommendations to the TC-EBC Group. The working groups will determine what needs to be done through legislative action, policy analysis, requirements definition, and IT investment and development to address the Business Challenge from an enterprise perspective



Purpose

- ▶ The COCOM Needs Working Group will assess current HRM initiatives and relevant IT systems and recommend solutions needed to improve the Secretary's capability to respond rapidly and effectively to “novel” or “emerging” COCOM needs for forces, units, organizations and human capital within the Department and across the Federal Government (e.g., reporting, Rapid Response Forces, language, civil affairs/engineering, individual Augmentees).
 - Recommendations may include needed legislative, policy or IT investment and development actions.





Baseline Assumptions

► HRM initiatives and IT systems identified for initial analysis:

HRM Initiatives

- Office of the Secretary of Defense (OSD) Manpower Initiative
- Language/Regional Expertise
- Readiness Workforce Initiative
- Joint Officer Management (JOM)
- Global Force Management (GFM)
- Civilian Employer Information (CEI)
- Organization Unique Identifier (OUID)
- Global Force Management Data Initiative (GFM DI)
- Electronic Data Interchange Person Identifier (EDIPI)

IT Systems

- Deliberate and Crisis Action Planning & Execution Segments (DCAPES)
- Defense Integrated Military Human Resources System (DIMHRS)
- Global Combat Support System (GCSS)
- Defense Readiness Reporting System (DRRS)
- Deployed Theater Accountability System (DTAS)
- electronic Joint Manpower & Personnel System (eJMAPS)
- Defense Civilian Personnel Data System (DCPDS)
- Joint Manpower Information System (JMIS)
- Language Readiness Index (LRI)
- Personnel Data Repository (PDR)
- GFM DI Organization Servers
- OUID Registry



Goal & Objectives

Overarching Goal:

Improve the capability of the Secretary to respond rapidly and effectively to “novel” or “emerging” COCOM needs.

Objectives

- ▶ Assess the ability of ongoing HRM initiatives to deliver required joint warfighting capabilities.
- ▶ Evaluate the capabilities of relevant IT systems to provide timely decision support information.
- ▶ Identify current HR IT data, data mining/query capabilities.
- ▶ Determine need for additional data/data handling, improved processes/systems capabilities or changes in law or policy.
- ▶ Recommend alternatives for near-term and future IT solutions to provide real-time access to relevant data, decrease redundancies, improve clarity, and eliminate inconsistencies of current HR systems.
- ▶ Recommend changes needed to improve coordination within the Department and across the Federal Government



Scope

- ▶ The scope of the effort will address business needs Department-wide. Gaps in required capabilities will be identified. Alternatives to potential solutions for the business need will be explored. A review of alternatives that will improve usability by decreasing redundancies, adding functionality and eliminating inconsistencies of current HR systems, and improve coordination within the Department and across the Federal Government will be performed.
- ▶ In Scope
 - OSD
 - Defense Agencies/Field Activities
 - Joint Staff
 - Service Components
- ▶ Out of Scope
 - OSD/Defense Agency Intelligence Organizations





Potential Stakeholders

- ▶ OSD
 - Office of the Under Secretary of Defense for Personnel and Readiness [OUSD (P&R)]
 - Civilian Personnel Policy (MPP)
 - Military Personnel Policy (MPP)
 - Readiness
 - Reserve Affairs (RA)
- ▶ Department of the Air Force
- ▶ Department of the Army
- ▶ Department of the Navy
- ▶ Headquarters United States Marine Corps (USMC)
- ▶ Joint Staff

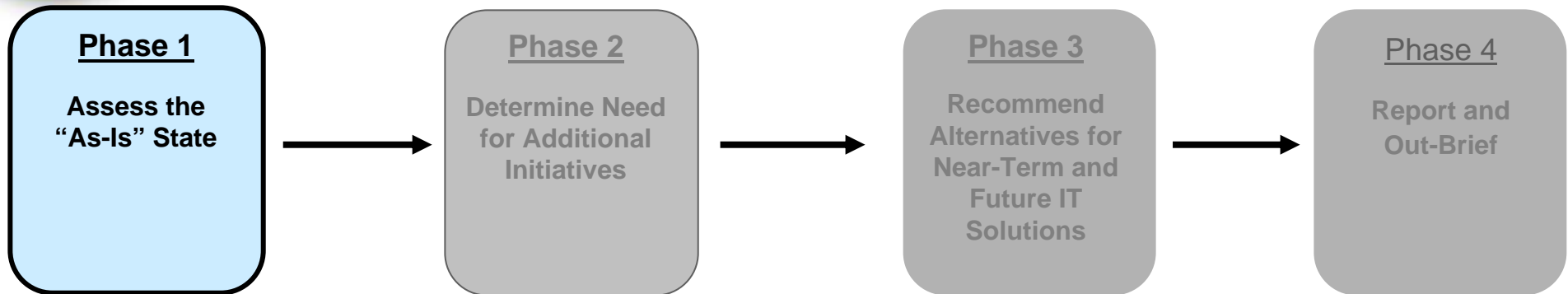


Will & Will Not

The effort will...	The effort will not...
<ul style="list-style-type: none">• Conduct open discussions of issues pertaining to the current capability for the Secretary to respond rapidly and effectively to “novel” or “emerging” COCOM needs for forces, units, organizations and human capital• Identify current capabilities in place to answer questions like: What does the Joint Warfighter need? What can be leveraged today? What is missing? Overlap?• Identify gaps in required capabilities• Explore potential solutions	<ul style="list-style-type: none">• Pursue other objectives and goals without prior approval from the TC-EBC Group• Discuss topics that do not contribute to meeting approved goals and objectives• Revisit business cases for existing initiatives



Methodology

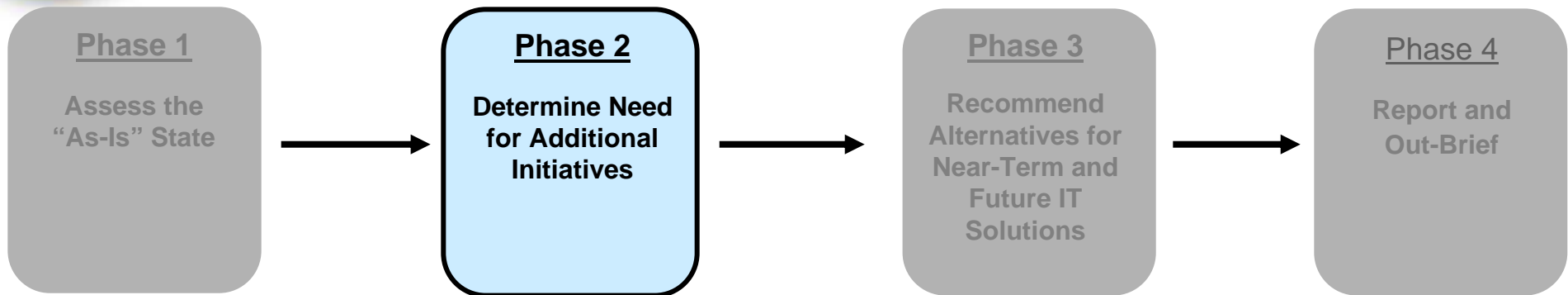


► Phase 1: Assess the “As-Is” State

- Apply Business Process Reengineering tools and techniques to “As-Is” State
 - Assess current HR supporting initiatives
 - Identify what each initiative provides
- Evaluate relevant IT System capabilities to provide needed information as indicated in the supporting initiatives
 - Identify functionality
 - Link each IT system to a supporting initiative
 - Map data to an IT system
- Identify current HR IT data, data mining/query capabilities
 - Identify available data
 - Explore data mining capabilities and queries
- Identify and access other tools and techniques available



Methodology (cont.)

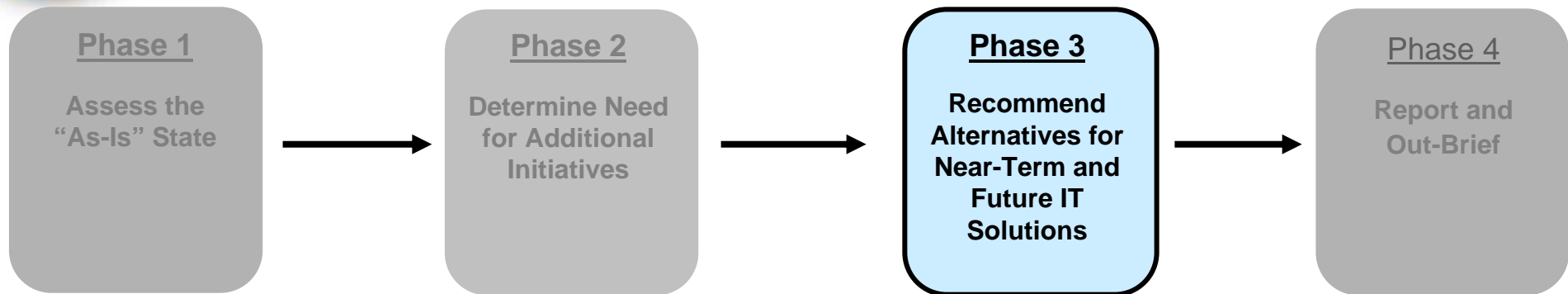


► Phase 2: Determine Need for Additional Initiatives

- Perform gap analysis on current initiatives and IT systems
 - Assess impact of missing initiatives
- Consider need for additional supporting initiatives
 - Need for additional data/data handling and query
 - Consider expansion of data mining techniques
- Additional processes/systems capabilities to support new initiatives
 - Consider additional functionality
 - Consider new systems
- Consider changes to laws or policies



Methodology (cont.)

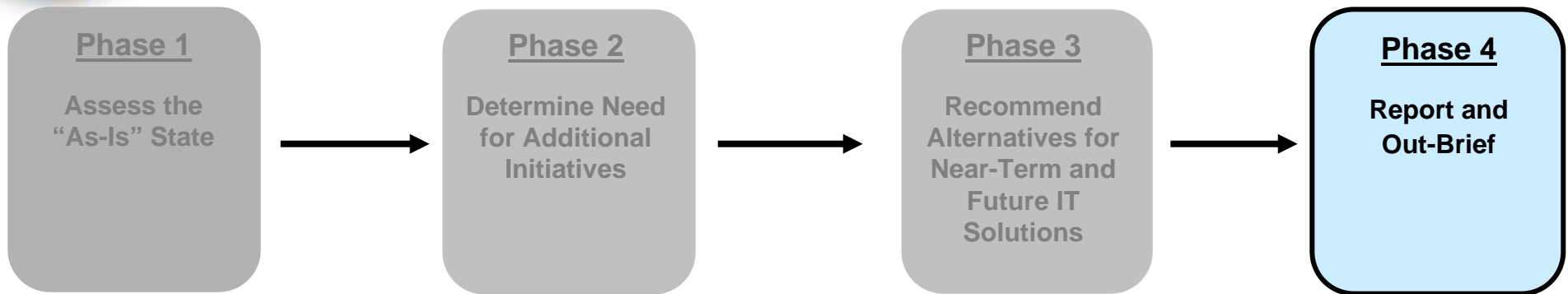


► Phase 3: Develop and Assess Future IT Solutions

- Review and assess the following improvement alternatives in regards to current HR systems
 - Provide real-time access to relevant data
 - Decrease redundancies
 - Improve clarity
 - Eliminate Inconsistencies of current HR systems
- Develop business models to explore potential solutions for alternative initiatives
 - Elicit modified or innovative requirements
 - Report on alternatives considered and the recommended approach
- Identify tools to improve coordination of unique requirements within the Department and across the Federal Government



Methodology (cont.)



► Phase 4: Report and Out-brief

- Consolidate issue recommendations into a report
- Prepare Out-briefing
- Provide Policy Recommendations to DUSD (P&R)/TC-EBC Group



Approach Work Plan/Timeline

Task	Description	Timeline	Roles
Develop COCOM Working Group Charter and CONOPS	The ConOps will be the high level requirements document to describe the expectations of the feasibility study.	Feb 09	COCOM Working Group Lead and Support Staff
Conduct Stakeholder Meetings	Conduct stakeholder meetings to achieve objectives and gain consensus where necessary	Mar – Dec 09	Working Group Lead and Support Staff
Conduct Analysis	Conduct analysis of issue and identify recommendations/solutions/alternatives	Mar – Dec 09	Support Staff
Develop Final Report	Develop COCOM Needs final feasibility study report and TC-EBC Group out-briefing	Jan – Feb 10	Working Group Lead and Support Staff

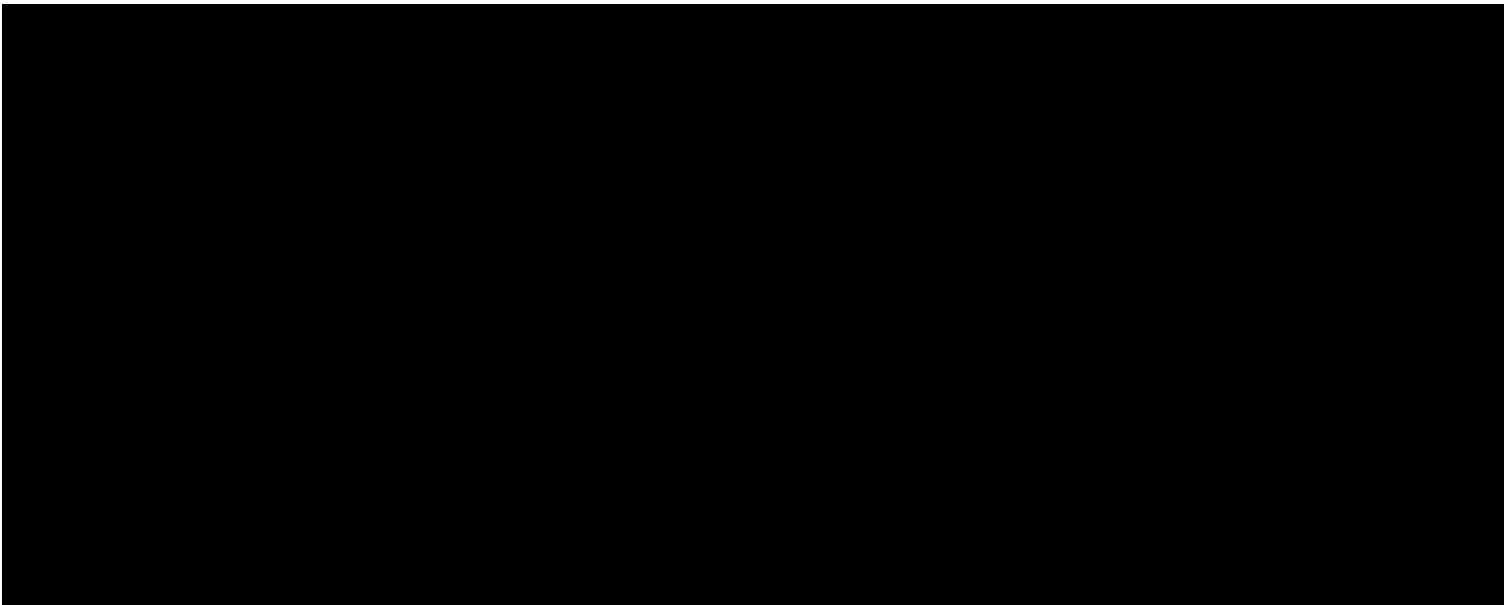


Working Group and Level of Effort

The COCOM Needs Working Group will conduct stakeholder meetings, provide analysis support, draft feasibility study, and prepare a final report and out-brief to the TC-EBC Group

Working Group Members

P&R IM Support





COCOM Needs Working Group

Questions?